



Health Services

LOS ANGELES COUNTY

September 22, 2009

Los Angeles County Board of Supervisors

Gloria Molina
First District

Mark Ridley-Thomas
Second District

Zev Yaroslavsky
Third District

Don Knabe
Fourth District

Michael D. Antonovich
Fifth District

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D.
Interim Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF PROGRESS, HOSPITAL OPERATIONS, AND OTHER ISSUES RELATED TO THE TRANSITION TO THE NEW LAC+USC MEDICAL CENTER – PROGRESS REPORT #20 (Agenda Item #S-1, September 22, 2009)**

John F. Schunhoff, Ph.D.
Interim Director

Robert G. Splawn, M.D.
Interim Chief Medical Officer

This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is the full monthly operational report with trends to include the period of August 2009.

313 N. Figueroa Street, Room 912
Los Angeles, CA 90012

Tel: (213) 240-8101
Fax: (213) 481-0503

Census Trending (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of August was 592 out of 671 licensed beds, an estimated 86% utilization rate (88% occupancy). The census for Medical/Surgical units was an estimated 96% utilization rate (98% occupancy) for August 2009.

Emergency Department (ED) Indicators

During the month of August some indicators increased slightly (Mean ED Boarding Time and ED Wait Time), while other indicators have decreased slightly (Left Without Being Seen, Ambulance Diversion, and Surge Levels) revealing no significant change in ED indicators from the prior month.

The volume of patients transferred out to both Rancho Los Amigos Medical Center and private hospitals continues to increase. In the month of August, total transfers increased by 11% over the prior month.

Additional Information Requested

On September 8, 2009, your Board instructed the Interim Director of Health Services to report back on: 1) the development of clear triggers for when to relocate patients to nearby hospitals when the hospital becomes dangerously overcrowded; and 2) a plan to achieve a two to three hour turnaround time for utilization of available hospital beds. Responses to those questions are included below:

Surge Level Triggers -- DHS executive management is meeting with LAC+USC to develop a trigger methodology that will prompt the transfer of patients to other hospitals. In addition, current actions performed at existing levels of the Surge Plan will be implemented sooner in the response matrix.

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DHS has also filed a Board letter for the September 29, 2009 Board Agenda to obtain authority to enter into additional Patient Transfer Agreements with private hospitals that are geographically located near LAC+USC.

Plan for 2-3 Hour Bed Turn Around Time (BTAT) -- LAC+USC is in the second month of implementing the Performance Improvement Project developed to reduce BTAT to an average of three hours or less. Various activities are being implemented with a key target of implementing a computerized surge plan reporting and tracking system by December 2009.

If you have any questions or need additional information, please contact me or Carol Meyer, Chief Network Officer, at (213) 240-8370.

JFS:CM:pm
811:003

Attachment

c: Chief Executive Officer
Acting County Counsel
Executive Officer, Board of Supervisors

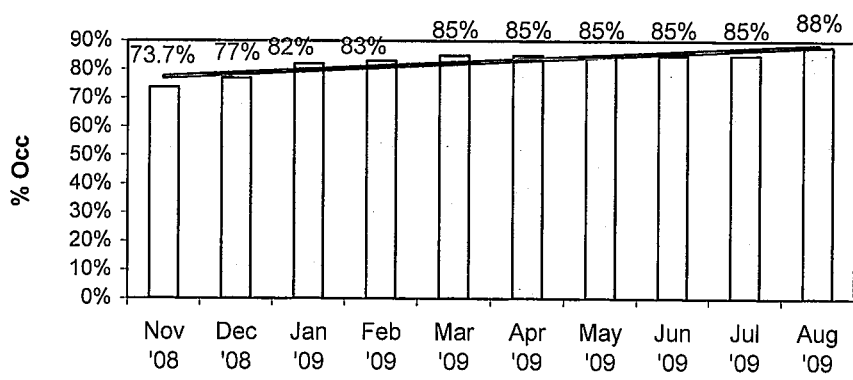
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Reporting Period – Aug 2009

Indicator	Definition	Data	Comments																																																		
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics																																																					
1a. Average Daily Census (ADC)	<p>ADC: A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p>Calculation: Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p>Source of Data: Affinity</p>	<div><p>ADC</p><table><thead><tr><th>Month</th><th>ADC</th></tr></thead><tbody><tr><td>Oct '06</td><td>637</td></tr><tr><td>Dec '06</td><td>598</td></tr><tr><td>Feb '07</td><td>623</td></tr><tr><td>Apr '07</td><td>612</td></tr><tr><td>Jun '07</td><td>605</td></tr><tr><td>Aug '07</td><td>625.5</td></tr><tr><td>Oct '07</td><td>623</td></tr><tr><td>Dec '07</td><td>590</td></tr><tr><td>Feb '08</td><td>609</td></tr><tr><td>Apr '08</td><td>605</td></tr><tr><td>Jun '08</td><td>583</td></tr><tr><td>Aug '08</td><td>611</td></tr><tr><td>Oct '08</td><td>578</td></tr><tr><td>Dec '08</td><td>596</td></tr><tr><td>Feb '09</td><td>491</td></tr><tr><td>Apr '09</td><td>525</td></tr><tr><td>Jun '09</td><td>551</td></tr><tr><td>Aug '09</td><td>563</td></tr><tr><td>Oct '09</td><td>572</td></tr><tr><td>Dec '09</td><td>572</td></tr><tr><td>Feb '10</td><td>577</td></tr><tr><td>Apr '10</td><td>572</td></tr><tr><td>Jun '10</td><td>573</td></tr><tr><td>Aug '10</td><td>592</td></tr></tbody></table></div> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p> <td>ADC provided as background information.</td>	Month	ADC	Oct '06	637	Dec '06	598	Feb '07	623	Apr '07	612	Jun '07	605	Aug '07	625.5	Oct '07	623	Dec '07	590	Feb '08	609	Apr '08	605	Jun '08	583	Aug '08	611	Oct '08	578	Dec '08	596	Feb '09	491	Apr '09	525	Jun '09	551	Aug '09	563	Oct '09	572	Dec '09	572	Feb '10	577	Apr '10	572	Jun '10	573	Aug '10	592	ADC provided as background information.
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1b. Occupancy Rate LAC+USC Medical Center	<p>Definition: A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.</p> <p>Calculation: The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.</p> <p>Source of Data: Affinity</p> <p>Target: 95%</p>	<p>1. Medical Center Licensed Occupancy Rate (excluding Newborns) = Med Center Census - Newborns / 600</p> <p>Med Center Census – Newborns / 600</p> <table><tr><th>Month</th><th>% Occ</th></tr><tr><td>Nov '08</td><td>72%</td></tr><tr><td>Dec '08</td><td>77%</td></tr><tr><td>Jan '09</td><td>80%</td></tr><tr><td>Feb '09</td><td>83%</td></tr><tr><td>Mar '09</td><td>84%</td></tr><tr><td>Apr '09</td><td>84%</td></tr><tr><td>May '09</td><td>85%</td></tr><tr><td>Jun '09</td><td>85%</td></tr><tr><td>Jul '09</td><td>85%</td></tr><tr><td>Aug '09</td><td>88%</td></tr></table> <p>2. Medical Center Licensed Occupancy Rate (including Newborns)</p> <p>Med Center Census + Newborn / 600</p> <p>Med Center Census + Newborns / 600</p> <table><tr><th>Month</th><th>% Occ</th></tr><tr><td>Nov '08</td><td>73%</td></tr><tr><td>Dec '08</td><td>78%</td></tr><tr><td>Jan '09</td><td>82%</td></tr><tr><td>Feb '09</td><td>84%</td></tr><tr><td>Mar '09</td><td>85%</td></tr><tr><td>Apr '09</td><td>85%</td></tr><tr><td>May '09</td><td>86%</td></tr><tr><td>Jun '09</td><td>86%</td></tr><tr><td>Jul '09</td><td>86%</td></tr><tr><td>Aug '09</td><td>88%</td></tr></table>	Month	% Occ	Nov '08	72%	Dec '08	77%	Jan '09	80%	Feb '09	83%	Mar '09	84%	Apr '09	84%	May '09	85%	Jun '09	85%	Jul '09	85%	Aug '09	88%	Month	% Occ	Nov '08	73%	Dec '08	78%	Jan '09	82%	Feb '09	84%	Mar '09	85%	Apr '09	85%	May '09	86%	Jun '09	86%	Jul '09	86%	Aug '09	88%	For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.
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		<div>3. Healthcare Network Budgeted Occupancy Med Center Census + Newborns + Psych Hosp Census / 671</div> <div>Med Center Census + Newborns + Psych Hosp Census / 671</div> <div><table><thead><tr><th>Month</th><th>% Occ</th></tr></thead><tbody><tr><td>Nov '08</td><td>73.7%</td></tr><tr><td>Dec '08</td><td>77%</td></tr><tr><td>Jan '09</td><td>82%</td></tr><tr><td>Feb '09</td><td>83%</td></tr><tr><td>Mar '09</td><td>85%</td></tr><tr><td>Apr '09</td><td>85%</td></tr><tr><td>May '09</td><td>85%</td></tr><tr><td>Jun '09</td><td>85%</td></tr><tr><td>Jul '09</td><td>85%</td></tr><tr><td>Aug '09</td><td>88%</td></tr></tbody></table></div> <div>Medical Center = New Facility</div> <div>Healthcare Network = New Facility + Psychiatric Hospitals</div>	Month	% Occ	Nov '08	73.7%	Dec '08	77%	Jan '09	82%	Feb '09	83%	Mar '09	85%	Apr '09	85%	May '09	85%	Jun '09	85%	Jul '09	85%	Aug '09	88%	
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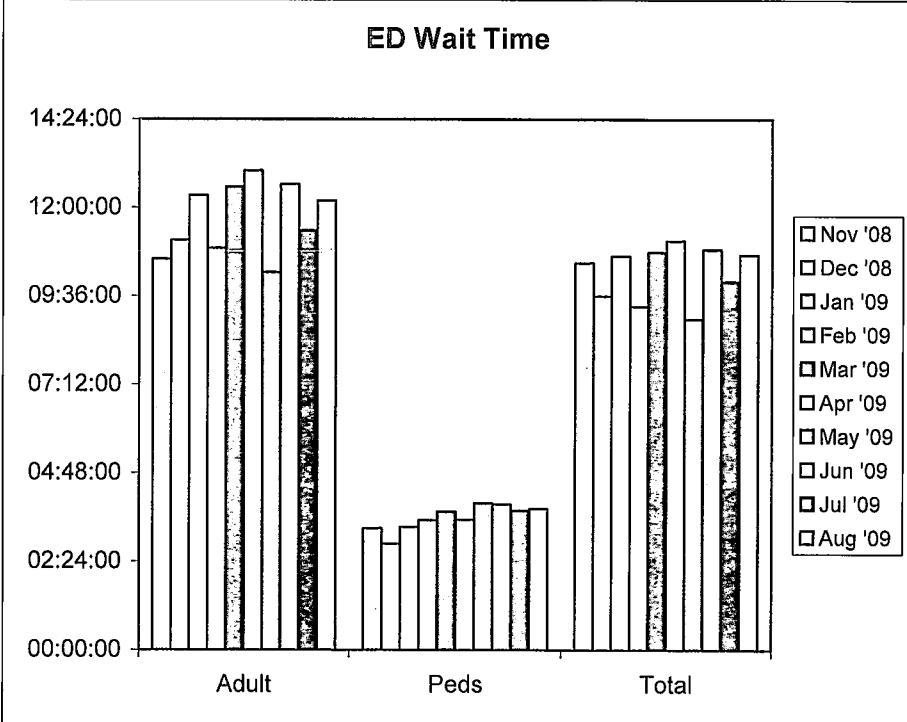
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<p>2a.</p> <p>Median Emergency Department Boarding Time (EDBT)</p> <p>*Harris Rodde Indicator</p>	<p>Boarding Time: Time from MD Admit time (effective date and time of pre-admit) to time the patient actually leaves the ED en route to assigned bed (effective date and time of the ED disposition).</p> <p>Calculation: The middle value in the set of individual boarding times for the month arranged in increasing order. If there is an even number of values, then the median is the average of the middle two values.</p> <p>Source of Data: Affinity</p> <p>Target: Less than 7 hours.</p>	<p>Median EDBT</p> <table border="1"> <caption>Median EDBT Data (hr:min)</caption> <thead> <tr> <th>Month</th> <th>Adult</th> <th>Peds</th> <th>Total</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>4:28</td><td>2:18</td><td>4:12</td></tr> <tr><td>Dec '08</td><td>4:58</td><td>2:17</td><td>4:33</td></tr> <tr><td>Jan '09</td><td>5:22</td><td>2:21</td><td>4:28</td></tr> <tr><td>Feb '09</td><td>5:14</td><td>2:22</td><td>4:44</td></tr> <tr><td>Mar '09</td><td>6:06</td><td>2:32</td><td>6:06</td></tr> <tr><td>Apr '09</td><td>7:43</td><td>2:31</td><td>6:08</td></tr> <tr><td>May '09</td><td>4:34</td><td>2:36</td><td>4:00</td></tr> <tr><td>Jun '09</td><td>3:54</td><td>2:35</td><td>3:38</td></tr> <tr><td>Jul '09</td><td>5:00</td><td>2:39</td><td>4:32</td></tr> <tr><td>Aug '09</td><td>5:37</td><td></td><td>5:01</td></tr> </tbody> </table> <p>Aug '09 data is Preliminary data</p>	Month	Adult	Peds	Total	Nov '08	4:28	2:18	4:12	Dec '08	4:58	2:17	4:33	Jan '09	5:22	2:21	4:28	Feb '09	5:14	2:22	4:44	Mar '09	6:06	2:32	6:06	Apr '09	7:43	2:31	6:08	May '09	4:34	2:36	4:00	Jun '09	3:54	2:35	3:38	Jul '09	5:00	2:39	4:32	Aug '09	5:37		5:01	
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2b. ED Wait Time	<p>ED Wait Time: Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.</p> <p>Definition: Sum of all wait time values during the monthly reporting period divided by the total number of values.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	 <p>Adult Wait Time : *Excludes Psych, Pediatric, Observation Unit, and Jail patients</p> <p>Total ED Wait time: *Excludes Psych, Observation Unit, and Jail Aug'09 data is Preliminary data</p>	

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2c. Left Without Being Seen (LWBS) *Harris Rodde Indicator	<p>LWBS: The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</p> <p>Calculation: The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<p style="text-align: center;">Left Without Being Seen</p> <p>Aug '09 data is Preliminary data</p>	

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2d. ED Diversion	<p>ED Diversion: A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.</p> <p>Calculation: The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.</p> <p>Source of Data: ReddiNet</p>	<p style="text-align: center;">Diversion of ALS Units due to ED Saturation</p> <table><thead><tr><th>Month</th><th>% on Diversion</th></tr></thead><tbody><tr><td>Oct '06</td><td>49</td></tr><tr><td>Nov '06</td><td>42</td></tr><tr><td>Dec '06</td><td>31</td></tr><tr><td>Jan '07</td><td>38</td></tr><tr><td>Feb '07</td><td>45</td></tr><tr><td>Mar '07</td><td>42</td></tr><tr><td>Apr '07</td><td>38</td></tr><tr><td>May '07</td><td>31</td></tr><tr><td>Jun '07</td><td>32</td></tr><tr><td>Jul '07</td><td>34</td></tr><tr><td>Aug '07</td><td>36</td></tr><tr><td>Sep '07</td><td>28</td></tr><tr><td>Oct '07</td><td>21</td></tr><tr><td>Nov '07</td><td>21</td></tr><tr><td>Dec '07</td><td>25</td></tr><tr><td>Jan '08</td><td>52</td></tr><tr><td>Feb '08</td><td>51</td></tr><tr><td>Mar '08</td><td>51</td></tr><tr><td>Apr '08</td><td>30</td></tr><tr><td>May '08</td><td>23</td></tr><tr><td>Jun '08</td><td>25</td></tr><tr><td>Jul '08</td><td>42</td></tr><tr><td>Aug '08</td><td>40</td></tr><tr><td>Sep '08</td><td>50</td></tr><tr><td>Oct '08</td><td>51</td></tr><tr><td>Nov '08</td><td>50</td></tr><tr><td>Dec '08</td><td>40</td></tr><tr><td>Jan '09</td><td>58</td></tr><tr><td>Feb '09</td><td>52</td></tr><tr><td>Mar '09</td><td>55</td></tr><tr><td>Apr '09</td><td>58</td></tr><tr><td>May '09</td><td>35</td></tr><tr><td>Jun '09</td><td>35</td></tr><tr><td>Jul '09</td><td>63</td></tr><tr><td>Aug '09</td><td>52</td></tr></tbody></table>	Month	% on Diversion	Oct '06	49	Nov '06	42	Dec '06	31	Jan '07	38	Feb '07	45	Mar '07	42	Apr '07	38	May '07	31	Jun '07	32	Jul '07	34	Aug '07	36	Sep '07	28	Oct '07	21	Nov '07	21	Dec '07	25	Jan '08	52	Feb '08	51	Mar '08	51	Apr '08	30	May '08	23	Jun '08	25	Jul '08	42	Aug '08	40	Sep '08	50	Oct '08	51	Nov '08	50	Dec '08	40	Jan '09	58	Feb '09	52	Mar '09	55	Apr '09	58	May '09	35	Jun '09	35	Jul '09	63	Aug '09	52	<p>This is slightly lower than the before move diversion history which generally ranged between 50-60%.</p> <p>Key points:</p> <ul style="list-style-type: none">-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.-- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while "on diversion".
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2e. Surge Report		<div>Surge reporting for month of Aug '09</div> <table><tr><th>Level</th><th>% distribution</th><th>Hours</th></tr><tr><td>Dangerously Overcrowded</td><td>5.1%</td><td>38</td></tr><tr><td>Severely Overcrowded</td><td>40.3%</td><td>300</td></tr><tr><td>Overcrowded</td><td>34.4%</td><td>256</td></tr><tr><td>Extremely Busy</td><td>14.5%</td><td>108</td></tr><tr><td>Busy</td><td>5.6%</td><td>42</td></tr><tr><td>Not Busy</td><td>0%</td><td>0</td></tr></table> <div>The first level is Green ("Not Busy"). The level of crowding is self-explanatory. This level mandates standard operational procedures.</div> <div>Second and third levels are Blue and Yellow ("Busy" and "Extremely Busy", respectively). Activities include closing to outside lateral transfers.</div> <div>The fourth level is Orange ("Overcrowded") which is analogous to being closed to ED Saturation (ambulance diversion). A variety of activities throughout the hospital also occurs, such as increasing transfers to Rancho, expediting discharges, etc.</div> <div>The fifth level is Red ("Severely Overcrowded") which implements advanced bed capacity protocols, transferring patients to other hospitals, hospital leadership notification, bed huddles and other service operation measures.</div> <div>The sixth level is Black ("Dangerously Overcrowded"). This is the highest level of overcrowding and activates the Temporary ED overflow patient care area.</div>	Level	% distribution	Hours	Dangerously Overcrowded	5.1%	38	Severely Overcrowded	40.3%	300	Overcrowded	34.4%	256	Extremely Busy	14.5%	108	Busy	5.6%	42	Not Busy	0%	0	
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Indicator	Definition	Data	Comments
Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos Metrics			
3. & 4. Rancho Los Amigos Hospital (RLAH) Transfers	Transfers: The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units. Data Source: Manual record keeping. Cancelled category includes patients who's condition changed leading to higher level of care or discharge home.	<u>Month of Aug</u>	
		<u>Referrals from ER:</u>	
		Med/Surg	Acute Stroke
		Total	
		# Met transfer criteria	85
		# Referred to RLAH	29
		# Transfers	29
		# Denied	9
		# Cancelled	17*
		# Patients refused*	17
		<u>Referrals from Inpatients:</u>	
		Med/Surg	Acute Stroke
		Total	
		# Met transfer criteria	39
		# Referred to RLAH	39
		# Transfers	24
		# Denied	9
		# Cancelled	6*
		# Patients refused*	0
		Other /Pending	NA

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Indicator	Definition	Data	Comments																																																																		
		<div><div><p>Rancho Med Surg Transfers Workload</p><table><thead><tr><th>Month</th><th>ER</th><th>Inpt</th></tr></thead><tbody><tr><td>Nov '08</td><td>8</td><td>27</td></tr><tr><td>Dec '08</td><td>10</td><td>28</td></tr><tr><td>Jan '09</td><td>24</td><td>29</td></tr><tr><td>Feb '09</td><td>26</td><td>22</td></tr><tr><td>Mar '09</td><td>32</td><td>24</td></tr><tr><td>Apr '09</td><td>34</td><td>27</td></tr><tr><td>May '09</td><td>24</td><td>28</td></tr><tr><td>Jun '09</td><td>27</td><td>27</td></tr><tr><td>Jul '09</td><td>54</td><td>14</td></tr><tr><td>Aug '09</td><td>59</td><td>24</td></tr></tbody></table></div><div><p>Patients Transferred Out</p><table><thead><tr><th>Month</th><th>Other Hospitals</th><th>Rancho</th></tr></thead><tbody><tr><td>Nov '08</td><td>14</td><td>59</td></tr><tr><td>Dec '08</td><td>20</td><td>68</td></tr><tr><td>Jan '09</td><td>14</td><td>79</td></tr><tr><td>Feb '09</td><td>18</td><td>65</td></tr><tr><td>Mar '09</td><td>29</td><td>77</td></tr><tr><td>Apr '09</td><td>35</td><td>80</td></tr><tr><td>May '09</td><td>37</td><td>82</td></tr><tr><td>Jun '09</td><td>32</td><td>94</td></tr><tr><td>Jul '09</td><td>33</td><td>101</td></tr><tr><td>Aug '09</td><td>36</td><td>113</td></tr></tbody></table></div></div> <p>Data was revised to reflect total # of patients (including stroke patients) referred to Rancho</p>	Month	ER	Inpt	Nov '08	8	27	Dec '08	10	28	Jan '09	24	29	Feb '09	26	22	Mar '09	32	24	Apr '09	34	27	May '09	24	28	Jun '09	27	27	Jul '09	54	14	Aug '09	59	24	Month	Other Hospitals	Rancho	Nov '08	14	59	Dec '08	20	68	Jan '09	14	79	Feb '09	18	65	Mar '09	29	77	Apr '09	35	80	May '09	37	82	Jun '09	32	94	Jul '09	33	101	Aug '09	36	113	
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Indicator	Definition	Data	Comments
Indicator #5 – Harris Rodde Indicators			
5. Average Length of Stay (ALOS) *Harris Rodde Indicator	<p><u>LOS:</u> The difference between discharge date and the admission date or 1 if the 2 dates are the same.</p> <p>Total LOS:</p> <p><u>Calculation:</u> ALOS is the arithmetic mean calculated by dividing the Total LOS by the Total # of discharges in the monthly reporting period, rounded off to one decimal place.</p> <p>Source of Data: Affinity</p> <p>Target: <5.5 days</p>	<p style="text-align: center;">ALOS</p> <p style="text-align: center;"> —◇— Target ALOS —□— Actual ALOS </p> <p>*Healthcare Network ALOS - Preliminary data pending Auditor-Controller validation</p>	<p>Overall trend in ALOS for the 2-year period prior to the move reduced to a low range of 4.7 – 5.5 days in 2008. Immediately prior to the move, the ALOS increased as the lower acuity patients were transferred to other facilities. This trend may continue depending on the number of transfers.</p>

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Indicator	Definition	Data	Comments				
Indicator #6 – Pediatric Metrics							
6. Pediatric Bed Census and Occupancy (%) Pediatric ICU (PICU) Neonatal ICU (NICU) Pediatric Unit Adolescent Unit	Census: The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward. Occupancy: The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as percentage. Source of Data: Affinity						
		Date	NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)	
		Nov-08	56%	54%	50%	33%	
		Dec-08	52%	60%	60%	40%	
		Jan-09	52%	68%	70%	75%	
		Feb-09	50%	80%	80%	85%	
		Mar-09	57%	72%	70%	80%	
		Apr-09	57%	60%	60%	75%	
		May-09	62%	72%	70%	80%	
		Jun-09	60%	64%	60%	75%	
		Jul-09	57%	72%	60%	80%	
		Aug-09	55%	64%	60%	80%	